



Cluster 4 Visioning

As a key component in the Community Reinvestment Strategy, Cluster 4 stakeholders participated in the visioning process. Visioning allows community members to utilize the information gathered in the data collection phase (presented in the Asset Profile) to come to a consensus on steps to take to overcome existing challenges and realize potential opportunities. Within each theme (housing, transportation, neighborhood commercial facilities, youth development and job centers), priorities were identified and ranked. The following is a brief overview of the issues and future visions that were examined in developing concepts for the PROPOSED STRATEGIC INITIATIVES drawing created as part of the community reinvestment process.

Housing

Overview

1. Cluster 4 Board members and residents are adamant about encouraging policies that support rehabilitation and appropriate infill housing as primary methods to provide affordable housing. Generally, the community is opposed to strategies that focus on clearing for land consolidation such as those used to develop Victoria Park and Virginia Park.

Each central city neighborhood faces unique challenges because situations vary, and revitalization strategies need to respond to individual characteristics. Some areas have very few homes remaining, sometimes only one or two per block. In some cases, the existing homes are in poor condition. Other areas are remnants of a mixed-use residential environment, including manufacturing operations and small businesses scattered into a predominantly residential setting where revitalization strategies should be geared to enhance and build upon this existing urban land use framework.

Areas of opportunity need to be assessed carefully to ensure an appropriate revitalization strategy. For instance, the frame housing stock of the Martin Luther King Neighborhood (Core City Neighborhoods) is generally in poor to fair condition, and many buildings are less than ideal candidates for renovation. In an area such as this, there is a greater opportunity for broad stroke approach to encourage new development. Yet, other areas, such as the northern part of Cluster 4, a less aggressive redevelopment program is appropriate because it has quality housing stock that, although suffering from neglect, offers outstanding potential for rehabilitation.

The community feels that the value of existing homes far exceeds the alternative of removal and replacement with new houses. There is a concern that new homes that are affordable will lack the character of the existing housing stock. An investment of \$100,000 toward renovation of a vacant stable older home for resale has more inherent value to the neighborhood than paying the cost of removing it and trying to build a new home for the same \$100,000 investment. In the same sense, vacant commercial/industrial structures (that no longer serves modern-day business needs) offer an opportunity for reuse as affordable loft-style housing.

It is imperative that “neighborhood preservation zones” or conservation districts are established in Cluster 4. These zones/districts should provide opportunities and financial assistance to stabilize and enhance existing housing stock. This type of effort can create quality, affordable housing in the central city within a comparatively short period of time.

From a strategic standpoint, the goal is to attract middle-class families using the outstanding rehabilitation potential of Detroit’s high quality existing housing stock as a marketing tool. The community believes that a well-managed rehabilitation program with community participation and support can effectively compete in the affordable housing market. Considering some recent examples of prefabricated and new housing construction, the cost of rehabilitation will not have a problem in matching dollar for dollar investment. Without an effective rehabilitation program that encourages home ownership, the risk is that new replacement housing may not possess the qualities that give a neighborhood long term desirability.

2. Existing stable housing stock should be rehabilitated rather than demolished. This means that significant changes to ordinances are required so that developers/residents are not discouraged from pursuing infill and rehab opportunities. Also, financial assistance tools have to be developed and promoted so that current residents can improve their property and benefit as a partner in the neighborhood revitalization process. To this end, it is important to encourage major institutions to continue to participate in housing development. Improving the quality of neighborhoods requires a multifaceted approach, including many steps and tactical sequencing that belie traditional planning methods. New, more effective approaches are needed. To this end, the residents of Cluster 4 wish to have created, published, and adopted a city-wide comprehensive housing preservation strategy.

The community is in support of mixed income residential neighborhoods in the central city. In most cases, the ideal neighborhood setting is envisioned as providing a variety of housing options. Large areas of new multi-family rental apartments and townhomes, such as the Elmwood Park urban renewal district, should be discouraged. Instead, mixed-use neighborhood settings are preferred, with a primary land use of single family detached housing that can be supplemented by apartment buildings and townhome housing opportunities.

Clean, high quality schools, parks, churches, shops, and neighborhood services are necessary amenities. Convenient and safe walking connections are needed, and light industrial businesses should be neighborhood-friendly, including appropriate truck routing and landscape buffering. Where feasible, vacant industrial and commercial buildings (such as those along Milwaukee Street or in Capitol Park) should be explored for mixed-use residential loft and office/light industrial/commercial reuse.

As stated previously, the community is in support of the efforts by the Greater Downtown Partnership to develop an investment strategy for the CBD. However, because the downtown has experienced long-term decline, it has been a significant contributor to the stagnation of central city neighborhoods. These neighborhoods should benefit from CBD investment.

Over time, a strong CBD will make it likely that surrounding neighborhoods will be upgraded as part of the overall dynamics of the revitalization process. However, timing is critical for saving existing housing stock, and much of this resource could be lost if the revitalization process for the neighborhoods is not expedited. One opportunity that must receive consideration is using City revenue from the CBD's gaming industry to promote residential renovation and home ownership in nearby neighborhoods.

3. Flexible zoning regulations, codes and land use policies should be developed that allow for mixed-use neighborhood settings with commercial facilities and job centers as compatible components; design guidelines need to be established that promote a quality mixed-use environment to protect and enhance neighborhood investment.

Urban development is difficult and expensive. It requires creative approaches. The City Planning Commission and Planning & Development Department are hindered by lack of financing and by land use designations and zoning policies that deflect community based and private revitalization agendas. At times, bureaucratic polarization of these agencies discourages investment in the central city rather than facilitating it. City staffers should be encouraged to find ways to accommodate quality (and unique) redevelopment proposals by enthusiastically exploring avenues for approval instead of devoting intense efforts and time to finding roadblocks.

Public agencies need to lend expertise to the community. They should demonstrate how tools such as historic designation and urban renewal policy can facilitate and encourage revitalization efforts rather than restrict them. Although some progress has been made to improve the development process, significantly more effort is needed before creative development methods can be employed and supported in pursuing difficult urban revitalization needs.

4. Attracting private investment is essential to revitalization. City, county, state and federal agencies can work with the community to create focal points for regeneration. Some ideas that have been discussed by the Board are: 1) creating a public and semi-public waterfront, and then connecting it with pedestrian ways, bike paths and parks in the neighborhoods; 2) using cultural assets to attract business investment as part of a vision for a unique urban place; 3) developing quality park (recreational and educational) amenities in the heart of residential areas; and 4) promoting and enhancing Belle Isle Park as an international attraction and a key selling point for Detroit as a vibrant, high quality, and progressive city.

Ironically, Detroit is afforded new challenges as a result of the ravaging of inner city neighborhoods over the past 40 years. Changes over time, such as the decline of industry along the riverfront and swaths of freeways bring a great opportunity for neighborhoods. The large amount of vacant land that resulted gives a second chance for incorporating urban amenities that improve the quality of life for residents.

Developing amenities from vacant land within the context of the built environment can be a tool to encourage economic development. Large amounts of underutilized land, much of it city-owned, can be pooled to create impressive and unique islands of high quality neighborhoods with parks, shopping districts, job centers and cultural amenities. Neighborhoods in this type of setting will have a vitality that is second to none.

One prime example of the Cluster Board's agenda for neighborhood building is the River Run Neighborhood concept. It proposes the unearthing of Bloody Run Creek to serve as the framework for a comprehensive revitalization strategy encompassing the entire Cluster 4

area east of I-75. The program calls for pedestrian linkages to services and the waterfront, public parks, commercial revitalization, environmental education, renovation assistance for existing homeowners, new housing construction, promoting tourism, and developing a state-of-the-art job center. In addition, it utilizes an environmentally sound storm water management system as an amenity while serving as a model program for retrofitting urban storm water treatment systems.

Youth Development

Overview

Research shows that there are two common characteristics of successful people. ("Success", for this purpose, is defined not as financial achievement but as that state of self-actualization at which a person's values and skills are being utilized at a maximum level of meaning in his/her life.)

These two characteristics are common among successful people of all income, racial and ethnic groups and are as follows:

1. a sustained relationship with a caring adult;
2. a rich array of positive activities throughout their lives.

Everything the CRS Cluster 4 Youth Committee has recommended is focused on this research, along with the wisdom and common sense that stem from the obvious crying needs of our children.

1. The development of neighborhood schools as the primary educational, recreational, and information resource center of strong neighborhoods was identified by the community as a vital component of revitalization of the Cluster.

The Board recognizes that the quality of a neighborhood is oftentimes directly correlated to the well-being of the schools in the surrounding area. Safe, successful schools are a key component to encouraging new homeowners to locate in the Cluster and retaining young families in neighborhoods close to the CBD. Residents and stakeholders of Cluster 4 feel that the schools can serve as an asset if they are community-based and encourage participation and input from more segments of the community.

Board members insisted that the number of hours that school facilities are available to the community should be increased in order to provide young people with safe, convenient recreational, tutoring, and computer training opportunities and to facilitate mentoring activities with adult role models. Community members suggested that schools remain up to 24 hours a day, 6-7 days a week, in order to truly meet the needs of youth and their families. Schools can become true anchors of the neighborhoods through increased hours, interest and participation.

2. The creation of the Kellogg Youth Village as a cluster, city and regional resource center for youth development activities and programming creates an outstanding opportunity for agencies and individuals to share information and combine efforts for the benefit of local youth.

The community has recognized the need for the consolidation of programming efforts, the creation of an information resource center for the Cluster regarding program funding and activities offered for youth. The Kellogg Youth Village can potentially meet these needs. Building upon the integration of advanced robotic technology into the curriculum of Northern High School,

the stability of the surrounding residential areas, and commitment to serving to local youth shown by the existing institutions, the Youth Village will become an asset for not only Cluster 4 but the City as a whole.

The Youth Village plan will reinforce and revitalize the adjacent commercial and residential areas by infusing new energy and activity into this section of the Cluster. The mixed use development intended for this area is comprised of not only existing institutions but also includes plans for pedestrian linkages, special lighting, shared parking, and multi- and single family infill housing.

3. Identify and strengthen existing institutions that are currently serving youth and those that have the capacity to serve youth is necessary in order to improve the educational, recreational, and job training opportunities for youth in the Cluster.

Existing organizations including churches, hospitals, non-profit organizations, companies, museums, and other cultural institutions are key actors in providing quality educational programming for young people. The auto factories, soft drink bottling, and water treatment facilities are potential locations for educational tours for school and youth groups. The Parks and Recreation Department, Coast Guard's station on Belle Isle, local hospitals, and museums have the capacity to not only offer educational tours but to provide internships and scholarships to youth with interest. The plan for the development of the Bloody Run Corridor highlights a number of these institutions and provides linkages between them for pedestrian use. Each location can become a focal point along a route design to educate the participant and invite tourism.

Job Centers

Overview

1. Foremost in the effort to support and enhance the economic base of Cluster 4 is the need to eliminate red tape and disincentives to businesses and development opportunities within the existing tax structure.

So much of the opportunities Cluster 4 are represented in available development sites. Many of these prime sites for economic development in Cluster 4 are controlled or owned by the City due to abandonment or urban renewal process. Developers and community based non-profits must have the confidence that they can work in partnership with the City to make vacant properties available and to plan, particularly during the predevelopment stages of projects. It is in the best interest of all that site control can be secured by development interests early in the predevelopment phase rather than later as is currently practiced.

In addition, it must be recommended that the current taxing structure is a disincentive to businesses. The single business tax and the City's income tax have been most often cited by the community as a negative to business creation. Developers also cite the unfairness of the assessed value of recently completed projects when compared to preconstruction appraisals.

Finally, the City's economic and job development entities and organization including their roles and responsibilities is confusing not only to the general public, but to those experienced in project development. It would be helpful if documentation would be created and made available perhaps at internet terminals in public places that could disseminate information on developments, employment, and training opportunities.

2. An important item on the Cluster Board's agenda is to facilitate job training. Jobs in the Cluster must offer livable wages in order to promote a neighborhood

environment in which families can live and prosper. Without adequate skills, residents will be unable to take advantage of future job opportunities or the business development potential of a revitalized City.

Job training programs are essential to the neighborhood revitalization process. Current residents need to be prepared to benefit from opportunities that will become available as a result of the resurgence and growth of the City. **The Board Members feel that creating a formal job skills/business resource center in the City would help service the needs of residents.** The Cluster 4 area offers several potential sites for exploring public/private partnerships to promote job preparedness training. Creating an incubator business center in the southeast corner of the Briggs Neighborhood is one possibility. This site offers several interesting aspects that could evolve into a successful center: 1) its location is enhanced by the corporate presence of the Ameritech and MichCon service facilities that are located along Grand River Avenue; 2) the Teamsters Union service, administration and training facilities also are located there; 3) the Goodwill Industries complex is a strong focal point; 4) a Detroit Public Schools adult education center already exists on the site; and 5) Cass Technical High School is nearby. Considering the potential of the planned nearby Casino gaming industry and the redevelopment of the old Tiger Stadium site across the Fisher Freeway, this may be an ideal location for developing a friendly, campus-like setting for teaching job skills and assisting new small business enterprises.

Detroit, especially the Central City, is noted for having many social service agencies that provide support for residents of the City. In addition to the services that these organizations typically provide, the Board feels that all social service agencies should be required to have a training component that offers programs that are dedicated to life and job skills, especially for youth.

The abundance of social service agencies in one area is perceived as a hindrance to potential residential mixed-use neighborhood development. **For example, the proliferation of social service facilities in the Cass Corridor should be carefully monitored, and planning decisions should be based upon the long term health of the neighborhood.** Instead of locating new services or expanding existing service agencies in the Corridor, they should be carefully evaluated and, if necessary, encouraged to locate elsewhere. Another concern is that social service agencies need to spend more attention on promoting life skills and job training as part of their mission.

Residents of the near north end of the Cluster would like to pursue a cultural resource center as part of their neighborhood. Currently, the area along the I-75 freeway corridor north of Grand Boulevard is developed as heavy industrial on the east and it is generally blighted mixed-use on the west (to Oakland Avenue). The community feels that heavy industrial uses should remain on the east side of the freeway, and should not be allowed to expand to the west side. Instead, a cultural services campus should be developed by building upon existing assets and infilling multi-family housing and other complimentary land uses. This would provide an effective transition and buffer from the freeway and heavy industry, so that existing and planned single family residential revitalization of the neighborhood north of Grand Boulevard and west of Oakland is enhanced. Several grade schools and churches already exist in this buffer area, and agencies such as the NAACP, Urban League, St. Vincent de Paul, the Booker T. Washington Institute, and the Detroit Humane Society are also present or nearby. By promoting a landscaped setting to help consolidate these resources, this area could become an attractive amenity. As the centerpiece of the resource campus, the community would like to create a cultural marketplace, similar to a mercado (market), as a focal point for community events and neighborhood gatherings.

3. "Technopod" environments can be unique and attractive amenities for Detroit's neighborhoods, where jobs are created by grouping small businesses into small centers--this can be done quickly and efficiently, without the substantial

infrastructure costs and avoiding nearly impossible land assemblages required to build new industrial parks.

In the Central City area, there are a large number of small manufacturing businesses that still operate in neighborhoods that are remnants of early twentieth century live-work industrial environment. Many are family owned operations that have their roots in Detroit's industrial heritage. A good example is the Detroit Marine facility in the Martin Luther King Neighborhood (west of Grand River and north of MLK), which repairs and rebuilds marine engines. A few single family homes still remain among many vacant lots in this neighborhood, and a couple of active manufacturing businesses are located in small buildings nearby. This results in three or four active businesses dispersed over an area of about four city blocks, most of which is vacant and otherwise underutilized land. The Board feels that this presents an opportunity to help local businesses and also promote job development as part of the neighborhood revitalization process. This can be accomplished by: 1) enhancing neglected public infrastructure to create an attractive setting; 2) helping existing businesses to grow and prosper by assisting them in addressing their needs; and 3) providing the opportunity (incentives, land and security) for new businesses to infill and hire from the community. Ideally, the focus of this infill development should be technical and light manufacturing uses, especially those operations that can offer surrounding residents potential employment with livable wages. These small scale, neighborhood industrial parks, termed "technopods", can also promote incubator business development.

4. Existing industrial areas should be enhanced through landscaping and other amenities that make them attractive, so that obnoxious industrial uses are buffered from nearby residential areas. Industrial stakeholders need to pay more attention to concerns of their surrounding residential neighbors.

Trucks servicing industrial facilities are a problem in the Cluster 4 area, primarily because existing residential streets are used instead of designated truck routes (or truck routes have not been clearly marked and designated by the City). The residents do not feel that the City has a policy for enforcement, and unless something is done to control the problem, the trucks will continue to negatively impact residential streets and compromise any opportunities for revitalization. Among the primary sources for offenders are the drivers at the Detroit Edison facility at Oakland and Caniff and truck drivers at a nearby beverage distribution facility. Trowbridge Street residents have had signs posted and complained to no avail that the residential was treated as a commercial throughway. Strict enforcement and fines are needed.

Heavy industry is an important land use in the Cluster, including significant investments such as the General Motors Poletown Plant and the American Axle complex. In some cases, more effective landscape buffering/enhancement of perimeter areas should be required by the city.

The recent purchase and demolition of surrounding homes by the American Axle plant have created concern about the attitude of industry with respect to communicating their intent to neighborhood residents. The Cluster Board feels that the community, in general, accommodates negative impacts of these industrial facilities without benefiting from them as a neighbor. Industrial stakeholders need to work with the community in creating an environment that benefits everyone.

Communication is critical, and establishing a method or means to funnel ideas and concerns of the business and the community is fundamental to being good neighbors. Opportunities include an effort by Industrial stakeholders to partner with the community for sponsoring job fairs and training seminars that focus on assisting residents from the community. Also, commercial stakeholders need to examine ways that community residents can be given preferences for job

openings, and how local residents can take advantage of business opportunities by securing maintenance, vending, security, construction or other subcontracts.

Neighborhood Commercial

Overview

1. The community strongly supports micro and small business development in the form of grocery stores, hardware stores, dry-cleaning shops, clothing shops, and service facilities such as banks, shoe stores, quality day care facilities, dentists, and medical providers. It has a strong desire for family style, sit-down restaurants, which are sorely lacking in the cluster area. In an urban setting, site lighting and public walkways along the streets that connect residences to commercial facilities are important planning issues.

The Board supports the effort of the Greater Downtown Partnership, Inc. (GDPI), in pursuing the creation of loft living and retail environments in the Central Business District (CBD). Similar to the initiative for the CBD, a neighborhood improvement strategy is needed to create quality amenities in residential areas of the Cluster so that investment can be stimulated and sustained. Ongoing work by the GDPI in the CBD allows the Cluster 4 Board the opportunity to focus its energies on the priority of rebuilding neighborhoods.

The community believes that neighborhood commercial development should address needs for *quality* goods and services. Currently, it is perceived that Cluster 4 has too many unsavory neighborhood business types (liquor stores, check cashing outlets, etc.). A variety of desirable wholesome, family-oriented commercial services are lacking. Many residents in the **North End** use nearby Hamtramck commercial facilities as their primary source for convenience goods and services, as opposed to local shops. Generally, residents feel that Hamtramck's stores are better at serving customer needs and offer a friendlier setting than their Detroit counterparts. Still, elderly and low income residents sometimes do not have convenient means of transportation and as a result, do not have the choice of shopping outside the neighborhood.

Although the preference seems to be to use Detroit-based businesses whenever possible, residents feel a level of distrust with local merchants. This issue needs to be resolved if progress is to be made in developing effective neighborhood commercial services. Several items were identified in community work sessions that contribute to the feeling that many existing retail businesses fail to function as part of the neighborhood:

1. Existing shops tend to be owned and operated by persons from outside the community; their owners exhibit little interest, if any, in participating in goals for neighborhood betterment.
2. Oftentimes goods are of poor quality or are not fresh.
3. Service is poor, pricing is inconsistent and sometimes seems to exploit critical need items.
4. Cleanliness is questionable, choices are limited, and there is a perception of ongoing criminal (drug related) activities.
5. Neighborhood residents commonly find perishable items being sold past their expiration dates. Many assume that these items come from overstocked shelves of stores in more affluent areas.
6. There is little confidence that City government will address violations or illegal activities, or that the City will make any effort to establish and enforce minimum standards that the community expects from its commercial facilities.

Residents feel that an essential component of neighborhood revitalization is for commercial facilities to have a strong stake in the community. Ideally, this means that shops are owned and operated by individuals which live in the neighborhood that they serve, and thus the owners will employ people from the neighborhood. **Mentorship programs could be offered to share skills and to promote new business development opportunities which meet the needs of the neighborhoods.**

As part of strengthening neighborhood commercial development, community organizations need to identify desirable businesses that already exist, and work to ensure their long-term success by promoting community buying power. Organizers need to identify and, if necessary, control sites that offer development potential for new businesses. They need to target and recruit specific business types to compliment existing commercial facilities, and then provide strong community support and lobbying through the difficult planning review and approval process.

2. Existing commercial corridors run for miles along arterial streets. The capacity of commercial properties far exceeds the demand of the neighborhoods, and existing zoning patterns do not reflect changes in transportation patterns over the last half century. The board feels that by clustering commercial services at critical points along traditional corridors, the chances for success will be improved. Since underutilized and vacant properties already exist in areas where commercial development is no longer viable, alternative mixed-use options for redevelopment of blighted frontages along streets like Woodward, John R, Oakland, Grand River and Gratiot will need to be pursued. Also important within the clustering concept is the need to support a Government Center Complex as currently proposed.

New neighborhood commercial development can help to revitalize areas along traditional corridors, but efforts should be made to consolidate them into smaller centers of activity that focus on services needed by the surrounding neighborhood rather than automobile-oriented strip settings. It is not realistic to assume that the volume of commercial development that once lined Detroit's major streets will return to the depth and magnitude of the past. By encouraging entrepreneurs of new business to start to work together and consolidate their efforts (instead of spreading out along a corridor of primarily vacant storefronts), the overall impact and chances for success are enhanced.

Redevelopment of former commercial properties along major corridors is critical to the success of the residential neighborhoods that back onto them. Redevelopment options include new housing (primarily multi-family) to compliment surrounding single family homes, or alternate land uses that promote and enhance the overall neighborhood setting. Since these corridors are the primary image areas of the community, it is critical that they are healthy and that they reflect the character, quality and vitality of the neighborhoods.

3. Encouraging a pedestrian friendly environment will attract retail development that will enhance the outstanding cultural attractions offered by the Central City.

Urban amenities add vitality to commercial districts. The Woodward corridor, especially in the Cultural Center/Wayne State University area, lacks a cohesive urban strategy for developing amenities that make an attractive setting. Public investment such as night lighting and streetscapes, should be developed in concert with a private development agenda that encourages small shops, restaurants, bookstores, coffee houses and multi-family housing. The area between the Fisher and Ford Freeways has the potential to be a place with an exciting urban character. Infill opportunities abound, and the existing buildings are ripe for renovation and reuse. It has the potential to build upon and compliment the Foxtown entertainment and Campus Martius

retail development goals, adding to the regional potential of the Woodward corridor. Urban universities play special roles in places like Chicago and Washington, but not in Detroit. The presence of Wayne State University has to be more effectively promoted as a component of economic development by marketing this section of Woodward Avenue as a place. Existing cultural attractions such as Orchestra Hall, Detroit Institute of Arts, and the Museum of African American History need to blend together in an active setting of shops and restaurants.

Transportation

Overview

1. The community is concerned with making improvements to the existing transportation system that will reduce overall travel time between home and work and home and school for the youth population. The current conditions that are seen as hindrances are problems with routing, scheduling, access, and maintenance.

The Board is not convinced that public officials and professionals are adequately aware of the conditions of the public transportation system and have recommended a regional transportation plan be developed which included the evaluation of the effectiveness of public and private modes of transportation of the region. They also recommend that periodically elected officials and appointees use the bus system so that they develop a true awareness of conditions and needs.

Strongly encouraged is the merger of DDOT and SMART systems of public transportation to facilitate inter-regional travel. The merger dialogue has been underway for approximately twenty years and while the need is recognized, the politics of the merger seem to be problematic. The community is very aware of the inefficiencies of the two systems and believes that the greater Detroit area economy would benefit from a joint system.

2. Cluster 4 has identified the need for several alternative means of transportation in order to facilitate the movement of residents, employees, and visitors to the area. This need is documented in full recognition of the special focus the Cluster maintains within the region.

Identified as important to the Cluster is the need to advance the planning and development of a fixed-rail system to service job, governmental, cultural, and residential centers. The past efforts in transportation planning have been significant and are considered to provide a sound basis for viewing current development and transportation opportunities.

Also, identified as important is the need to develop alternative transportation systems that would include jitney operations between points of interest, a shuttle to increase access to entertainment attractions, a trolley extension to Rivertown venues, and a water taxi to service points of interest of the riverfront.

3. The residents of Cluster 4 are very concerned that the redevelopment of the freeway system does irreparable damage the fabric of existing neighborhoods. This concern is particularly directly towards the redevelopment of I-94.

The planning for the redevelopment of I-94 is currently suspended. For the past two years, the planning process has identified a number of issues that seem to place locations within Cluster 4 at a disadvantage. Access to Woodward, though extremely important, seems not to be possible with the latest physical configuration. This concern and others need to be addressed, therefore community residents insist on being involved with all freeway planning efforts.

Special Issues

Overview

1. The community recognizes its special place as the location for the majority of the region's major cultural and entertainment facilities. The responsibility to enhance the City through these attributes rests with the entire region, but is assumed with a great degree of enthusiasm by the residents of Cluster 4.

The highest among the priorities related to this special issue is the creation of a twenty-four hour city. This entails the promotion and expansion of existing programs within the cultural campus. Family oriented programs, such as the Festival of the Arts, are viewed very favorably as those that should be expanded. The community also views Belle Isle as not only a recreational facility, but as a cultural asset on a regional and international scale. In addition, the community would like to see private restaurants, bars, and entertainment facilities extend their hours of operation to be consistent with those proposed for the casinos (at a minimum).

The financing of the expanded twenty-four hour city is seen to be provided by the private sector and in some cases public funds which can be supported by a fee-structure. An example of a fee-structure is the community recommendation that automobile fees be used as a stable source for funding capital improvements and maintenance on Belle Isle and that these fees be restricted to Belle Isle.

Finally, the community is very aware of the condition of the pedestrian ways in the Cultural Center as well as on all of Woodward and East Jefferson. It is important that traffic problems be mitigated, facade and design standards be instituted, police presence be visible, that retail be encouraged on Woodward, that art be integrated in all development projects, and that entertainment and cultural opportunities continue to be pursued.

2. The goal of the residents is that casino revenues fully benefit the neighborhoods and the City of Detroit.

The residents would like to put into place a requirement that states that no less than one-third of the "guaranteed" revenues to be provided to the City annually from the casinos be used for: low interest home repair and improvement loans, home buyers club and low interest mortgages, youth development (recreation and education), grants for non-profit development organizations or low income families for housing rehabilitation and infill construction.

3. The goal of the residents and stakeholders is to involve more segments of the community in creating quality living environments.

The residents want to see the City continue to support the public infrastructure in their neighborhoods by keeping up streets, lighting, public utilities, and public facilities. Priority should go to neighborhoods that have a clearly defined neighborhood improvement plan in place.

The community will encourage partnerships that build and rebuild housing and commercial development. New and existing neighborhood groups will work in partnership with private developers to assure that neighborhoods are rebuilt in a quality manner. Neighborhood residents would like to be given a priority in purchasing adjacent lots within the perimeters of an adopted neighborhood plan or with neighborhood consensus. They would also like to secure land in order to create more parks.